

**CITY OF ST. LOUIS
WORKFORCE INVESTMENT ACT
LOCAL PLAN**

2005-2006

Submitted by the

**City of St. Louis Workforce Investment Board
September 2005**

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WORKFORCE INVESTMENT ACT

ST. LOUIS CITY

CHIEF ELECTED OFFICIAL - WORKFORCE INVESTMENT BOARD AGREEMENT

This agreement is effective beginning October 2005 and shall remain in effect for an indefinite period until such time that either party to the Agreement, with the other's concurrence, desires to modify the Agreement. This agreement is entered into by and between the Mayor of the City of St. Louis, Missouri hereinafter referred to as the CEO and the St. Louis City Workforce Investment Board hereinafter referred to as the WIB;

WITNESSETH:

WHEREAS, the State of Missouri has indicated that it will implement the Workforce Investment Act of 1998, hereinafter known as the Act (Public Law 105-220) with the purpose of said Act being to provide workforce investment activities through statewide and local workforce investment systems that increase the employment, retention, and earnings of participants, and increase occupational skill attainment by participants, and, as a result, improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the Nation; and

WHEREAS, the political boundary of the City of St. Louis, Missouri shall be designated as a Workforce Investment Area by the Governor of the State of Missouri in accordance with the Act; and

WHEREAS, the Mayor of the City of St. Louis is the Chief Elected Official (CEO) of the area as described in the Act; and

WHEREAS, the CEO shall appoint the Workforce Investment Board (WIB) members in accordance with the Act and said members will represent the diversity of individuals with disabilities, as well as, the racial, ethnic, and cultural diversity of the Workforce Investment Area; and

St. Louis City CEO-WIB Agreement:

WHEREAS, the WIB shall be certified as the Local Workforce Investment Board for the City of St. Louis by the Governor of the State of Missouri in accordance with the Act; and

WHEREAS the CEO serves as the local grant recipient of funds for the local area with liability for said funds and designates a Department of City of St. Louis Government,

The St. Louis Agency on Training and Employment (SLATE) per City of St. Louis Ordinance 57035 and as amended by Ordinances 57270 and 62209, under the leadership of the Director of SLATE, a CEO appointee, to act on behalf of the CEO in all matters both programmatic and fiscal for funds received under the Act; and

WHEREAS, the Act requires the CEO and WIB to define the scope of their partnership by means of an Agreement.

NOW THEREFORE, the CEO and the WIB do hereby agree to the following:

The CEO and WIB agree to designate a Department of City of St. Louis Government, the St. Louis Agency on Training and Employment (SLATE) as the One-Stop Operator who will provide core and intensive services under the Act and will refer customers to eligible training providers.

The WIB with the agreement of the CEO agree to develop and submit a five year local plan including a regional planning component and any modifications to said plan.

The CEO and WIB agree to conduct oversight with respect to activities under the Act, including but not limited to, the local program of youth activities, the local employment and training activities for adults and dislocated workers, and the one-stop delivery system in the local area.

The CEO, the WIB, and the Governor shall negotiate and reach agreement on local performance measures.

The CEO shall agree on the Memoranda of Understanding between the WIB and the one-stop partners.

St. Louis City CEO-WIB Agreement:

The WIB shall appoint a Youth Council in cooperation with the CEO. This Council is a subgroup of the WIB.

The CEO shall approve the budget of WIB staff, if applicable. Both the CEO and WIB understand that the City of St. Louis, SLATE as a Department of City of St. Louis Government is neither staff, nor administrative designee of the WIB.

The WIB shall not provide core, intensive or training services.

The CEO and the WIB shall identify eligible providers of youth services and providers of training for adults and dislocated workers and exercise review and approval of procured services.

The CEO and WIB shall coordinate marketing of the workforce development system.

A member of the WIB may not vote on a matter under consideration by the local board regarding the provision of services by such member or by any entity that such member represents or that would provide direct financial benefit to such member or the immediate family of such member or engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State of Missouri plan. The WIB shall also abide by the Sunshine Provision.

FOR THE CHIEF ELECTED OFFICIAL:

FOR THE WIB:

Mayor Francis G. Slay
City of St. Louis

Janice Rhodes, Chair
Workforce Investment Board

Date

Date

CAREER CENTER DELIVERY SYSTEM/CITY OF ST. LOUIS WORKFORCE INVESTMENT REGION

The Mayor of the City of St. Louis, Missouri (hereinafter referred to as the CEO) is the grant recipient for funds received under the Workforce Investment Act of 1998 (hereinafter referred to as the Act) and has liability for these funds. The CEO has designated a Department of City of St. Louis Government, the St. Louis Agency on Training and Employment (hereinafter referred to as SLATE) under the leadership of the Director of SLATE, a CEO appointee, to act on behalf of the CEO in all matters both programmatic and fiscal for funds received under the Act.

The Workforce Investment Board (hereinafter referred to as the WIB) in City of St. Louis Workforce Investment Region (herein referred to as WIR), the Career Center Partners (hereinafter referred to as Partners) and identified in a later section of this document, and the CEO have agreed to designate a Department of City of St. Louis Government, SLATE, as the One-Stop Operator in WIR. The Partners identified will have a presence at the Career Center location at 1017 Olive, St. Louis, MO 63101. There are other identified Partners who are community-based and will not have a presence at the Career Center. Most of the Partners located at the Career Center, at this point in time, are able to provide in-kind contributions to the Career Center in the form of activities and services only, as identified in their Service Plan Matrix attached to the Memorandum of Understanding. However, the American Indian Council has, under the Workforce Investment Act, will contribute to the rental cost for the Office they occupy at the Career Center.

The CEO, the City of St. Louis/SLATE, the WIB and the Partners through the Career Center System are committed to the task of assisting others in recognizing, developing, and utilizing their skills and natural talents. Our resources will be used to provide each individual the opportunity to improve and perfect those specific skills unique to them and provide resources for each individual to be productive. We believe that all individuals are capable of doing great deeds and have the ability to serve their work, family, and community with excellence.

To accomplish this vision, the City of St. Louis, through SLATE will provide core and intensive services and refer eligible persons to eligible training providers. The Partners will also provide core services. Partners providing intensive services will do so under a contract with the City of St. Louis through SLATE. Competitive and government procurements will be utilized. Many of

the Partners will physically locate staff at the Career Center on a full or part-time basis. This means that most services/activities will be available on-site. Currently the Partners serving as satellites will continue to do so with expansion to the additional Partners added in accordance with the Act. The information and referral process currently in place will be expanded to these additional Partners. **(See Attachment 1 of Comprehensive and Affiliate Sites)**

The Partners will be asked to participate in quarterly meetings and will be asked to be part of the continuous improvement program to ensure superior performance and highly satisfied customers. Career Center staff have already been trained to ensure quality service and superior customer service. This continuous improvement program will include customer surveys and focus groups of both participants and employers in an effort to ensure that local needs are met. Also, refer to the Regional Data section of this Plan for a discussion on our effort to identify skills required by employers in the local area.

The WIB committee structure will be responsible for conducting oversight of the Career Center Delivery System with the Partners as members of the WIB both participating in the continuous improvement program and responsible for reporting progress to the WIB. The WIB will utilize the State-provided eligible training provider listing that will list provider training and performance. The WIB reserves the right to institute additional performance measurements for local providers of training.

The internal and external Partners responsible for implementation under the various programs are: the City of St. Louis, SLATE represents the programs authorized under Title I of WIA (Adults, Dislocated Workers, and Youth). The Missouri Division of Workforce Development represents the programs authorized under the Wagner-Peyser Act, Trade Adjustment and NAFTA, and Chapter 41 of Title 38, U.S.C. (local veterans' employment representatives and disabled veterans outreach). The St. Louis Job Corps represents the Job Corps. The American Indian Council represents Native American Programs. The St. Louis Public Schools as the Local Education Agency represents services that can be provided to in and out-of-school youth through adult basic education, literacy, community education, career and vocational education, alternative education, guidance and social work services, and other specialized ventures. The Missouri Division of Vocational Rehabilitation represents vocational rehabilitation programs. The St. Louis Community College represents postsecondary vocational education activities under Carl Perkins. The Human Development Corporation represents the employment and training activities carried out under the Community Services Block grant. The local office of the Federal Department of Housing and Urban Development represents their

employment and training activities. The Cardinal Ritter Institute represents the Senior Community Service Employment Program. The Division of Employment Security (Regional Telephone Claims Center) represents Unemployment Insurance. Additional Partners are the Family Support Division and the St. Louis Housing Authority. The Memorandum of Understanding and Workforce Investment Region Service Identification data are attached.

WORKFORCE INVESTMENT ACT

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding is effective beginning October 1, 2005 and shall remain in effect for an indefinite period subject to annual review. This agreement is entered into by and between the Mayor of the City of St. Louis, Missouri hereinafter referred to as the CEO, the City of St. Louis, St. Louis Agency on Training and Employment hereinafter referred to as SLATE, the City of St. Louis Workforce Investment Board hereinafter referred to as the WIB, and the Career Center System Partners identified in accordance with the Workforce Investment Act (WIA) of 1998 (Public Law 105-220) hereinafter referred to as Partners.

WITNESSETH:

WHEREAS, the above identified Parties have agreed to enter into this Memorandum of Understanding for the purposes of implementing a Career Center Delivery System in the City of St. Louis Workforce Investment Area; and

WHEREAS the CEO serves as the local grant recipient of funds for the local area with liability for said funds and designates a Department of City of St. Louis Government, the St. Louis Agency on Training and Employment (SLATE) per City of St. Louis Ordinance 57035 and as amended by Ordinances 57270 and 62209, and under the leadership of the Director of SLATE, a CEO appointee, to act on behalf of the CEO in all matters both programmatic and fiscal for funds received under the Act; and

WHEREAS, the City of St. Louis, SLATE has been the impetus for the development of the City of St. Louis Career Center Delivery System under Workforce Investment Act; and

WHEREAS, the Partner shall provide only in-kind services/activities at the SLATE Career Center or in a community-based setting; and

WHEREAS, the above Parties wish to define the terms of the Memorandum of Understanding,

St. Louis City Memorandum of Understanding:

NOW THEREFORE, the Parties agree as follows:

DESIGNATION:

The above Parties have agreed that a Department of City of St. Louis Government, the St. Louis Agency on Training and Employment (SLATE) shall be designated as the One-Stop Operator in City of St. Louis Workforce Investment Region.

VISION:

To provide individuals ongoing opportunities and resources to develop and improve skills to be competitive and productive in today's job market.

MISSION:

To provide leadership and promote collaboration between public and private partners to develop a quality workforce that meets the economic and labor market needs of the region.

IDENTIFICATION OF THE PARTNERS:

The Career Center Delivery System of the City of St. Louis under the Workforce Investment Act presents the opportunity for Partners provide employment and training services to the citizens of the City of St. Louis Workforce Investment Region.

MANAGEMENT:

The City of St. Louis, SLATE will be responsible for the management and operations of the SLATE Career Center. The Partners will be asked to participate in Career Center Inter-Agency Team meetings and will be asked to be part of the continuous improvement program to ensure superior performance and highly satisfied customers.

WORKFORCE INVESTMENT REGION SERVICE IDENTIFICATION:

In addition to core services, Partners will provide access to the other activities and programs carried out under the Partner's authorizing laws. Attached to **St. Louis City Memorandum of Understanding:**

and incorporated as part of this Memorandum of Understanding is a "City of St. Louis Workforce Investment Region Service Identification" completed by each of the Partners. This Service Identification identifies the Services/ Activities to be provided at the Career Center and in partnership with our community-based Partners. Included under Services/ Activities is a category for inter/intra-agency referrals. Also identified is the required eligibility criteria, how the services/activities are delivered, and the funding source.

DURATION, MODIFICATION, WITHDRAWAL, AND TERMINATION OF MEMORANDUM OF UNDERSTANDING:

The Partner may begin implementation of the Service Identification chart at any time after October 1, 2005 mutually agreed with the City of St. Louis, SLATE with the understanding that all services/activities are to be available effective January 1, 2006. While the Memorandum of Understanding is in effect for an indefinite period subject to annual review, any Party signing the Memorandum of Understanding may request withdrawal from the Memorandum of Understanding, or termination from the Memorandum of Understanding and any Partner may request modification of the Partner's Service Identification Chart with a thirty-day written notice to the CEO, WIB and the City of St. Louis, SLATE.

THE PARTIES TO THIS MEMORANDUM OF UNDERSTANDING
EVIDENCE THEIR ACCEPTANCE OF ITS TERMS BY THEIR SIGNATURES
BELOW:

FOR THE WIB:

FOR THE CHIEF ELECTED OFFICIAL:

Francis G. Slay
City of St. Louis

Janice Rhodes, Chair
Workforce Investment Board

Date

Date

FOR THE CITY OF ST. LOUIS/SLATE:

Edward T. Jones
Executive Director

Date

THE PARTNER TO THIS MEMORANDUM OF UNDERSTANDING
EVIDENCES THEIR ACCEPTANCE OF ITS TERMS BY THEIR SIGNATURE
BELOW:

FOR THE PARTNER:

Signature

Name and Title

Agency

Date

ADMINISTRATION OF WORKFORCE INVESTMENT SYSTEM

Disbursal of Grant Funds and Procurement Process

The Chief Elected Official (CEO) of the City of St. Louis serves as the local grant recipient of funds for Workforce Investment Region with liability for said funds and designates a Department of City of St. Louis Government, the St. Louis Agency on Training and Employment (SLATE) per City of St. Louis Ordinance 57035 and as amended by Ordinances 57270 and 62209, under the leadership of the Director of SLATE, a CEO appointee, to act on behalf of the CEO in all matters both programmatic and fiscal for funds received under the Workforce Investment Act. **(See Attachment 2 – 2005-2006 Planning and Budget Summary)**

Assistance, as required, to maintain adequate fiscal and programmatic controls, from other City of St. Louis Departments such as Personnel, Comptroller, Register, and Legal is available to SLATE.

Administrative Provisions:

The City's SLATE office will follow general and administrative rules that apply to the use of WIA Title I funds. The "Uniform Administrative Requirements for Grants and Cooperative Agreement to State and Local Governments" which is codified at 29 CFR part 97 will be followed. Any procurement contract between units of State or local government will be conducted on a cost reimbursement basis. No provision for profit will be allowed.

Codes of conduct and conflict of interest issues will be followed. A WIB member or Youth Council member must neither cast a vote on, nor participate in, any decision-making capacity on the provision of services by such member (or any organization which that member directly represents), nor on any matter that would provide any direct financial benefit to that member or a member of his immediate family. Neither membership on the WIB or the Youth Council nor the receipt of WIA funds to provide training and related services, by itself, violates these conflict of interest provisions.

Program income requirements as discussed in the Act and regulations will be followed as will the rules governing employer's use of local area services, facilities or equipment funded under Title I of WIA to provide employment and training activities to incumbent workers.

We will follow OMB circular A-133 concerning audit requirements.

Federal Allowable Cost Principles under OMB Circular A-87 will be followed. In addition computer technology will be Year 2003 compliant.

We will comply with government-wide debarment and suspension and government-wide drug-free workplace requirements.

We and all contractees shall comply with the restriction on lobbying which are codified in the DOL regulations at 29 CFR part 93.

No individuals will be placed in a WIA employment activity if a member of that person's immediate family is directly supervised by or directly supervises that individual.

We reserve the right to utilize the transfer provisions for funds between the adult and dislocated worker programs, as authorized under U.S. Department of Labor's Training and Employment Guidance Letter 23-04, dated March 25, 2005, in which the limitation for transfer was raised from 20% to 30% for Program year 2005 and Fiscal Year 2006.

We will comply with the rules regarding administrative costs.

We will comply with the requirements of the Military Selective Service Act.

No funds will be spent on construction or purchase of facilities or buildings unless the exceptions under the regulations at 667.260 are met.

Funds will not be spent on employment generating activities, economic development and other similar activities, unless they are directly related to training for eligible individuals. Employer outreach and job development activities are defined as directly related to training for eligible individuals.

Funds will not be used for public service employment.

Funds will not be used for foreign travel.

Funds will not be spent on the employment or training of participants in sectarian activities and participants will not be employed under Title I of WIA to carry out the construction, operation, or maintenance of any part of any facility that is used or to be used for sectarian instruction or as a place for religious worship. WIA funds may be used for the maintenance of a facility

that is not primarily or inherently devoted to sectarian instruction or religious worship if the organization operating the facility is part of a program or activity providing services to WIA participants.

We will comply with the provisions regarding prohibitions that apply to the use of WIA Title I funds concerning business relocation as written in 667.268 of the regulations.

We will comply with the provision regarding safeguards to ensure that participants in WIA employment and training activities do not displace other employees as written in 667.270 of the regulations.

We will comply with the wage and labor standards as they apply to participants in activities under Title I of WIA as written in 667.272 of the regulations.

We will comply with the health and safety standards as they apply to the working conditions of participants in activities under Title I of WIA as written in 667.274 of the regulations.

We will comply with the nondiscrimination and equal opportunity provision of WIA section 188 and it's implementing regulations including those administered and enforced by the DOL Civil Rights Center. We will comply with the physical and programmatic accessibility and reasonable accommodations as required by section 504 of the Rehabilitation Act of 1973, as amended and the Americans with Disabilities Act of 1990, as amended.

We will monitor on an annual basis all recipients of funds in compliance with applicable State and Federal standards. This includes both fiscal and programmatic monitoring.

Grievance Procedure

We will establish and maintain a procedure for grievance and complaints (**Attachment 3**) according to the requirements of 667.600 of the regulations including, but not limited to, providing the following: a process for dealing with grievances and complaints from participants and other interested parties affected by the local Workforce Investment System, including Career Center partners and service providers; an opportunity for an informal resolution and a hearing to be completed within 60 days of the filing of the grievance or complaint; a process which allows an individual alleging a labor standards violation to submit the grievance to a binding arbitration procedure, if a collective bargaining agreement covering the parties to the grievance so

provides; and an opportunity for a local level appeal to a State entity when no decision is reached within 60 days or either party is dissatisfied with the local hearing decision. Questions about or complaints alleging a violation of the nondiscrimination provision of WIA section 188 may be directed or mailed to the Director, Civil Rights Center in Washington, D.C. Information and complaints involving criminal fraud, waste, abuse, or other criminal activity must be reported immediately through the Department of Labor's Reporting System to the DOL Office of Inspector General in Washington, D.C. A grievant or complainant is not precluded from pursuing a remedy authorized under another Federal, State or local law.

Procurement Process:

The procurement process includes, but is not limited to, the following: a needs assessment; notice in two newspapers; pre-bid conference; identification of a contact person; precise statement regarding the evaluation process; standards regarding receipt, logging, and opening of bids; procedure to recognize demonstrated effectiveness, clear statement of requirements; general assurances; renewal clause; complaint procedure; award notice procedure, etc. Always included will be a clause reserving the right to reject all bids if in the best interest of the WIA program.

WIB Membership and By-Laws

A listing of the current Workforce Investment Board membership and the current By-Laws are included in **Attachments 4 and 5**.

CITY OF ST. LOUIS WORKFORCE INVESTMENT BOARD – VISION

The vision for the City of St. Louis Workforce Investment Region is to provide individuals the ongoing opportunities and resources to develop and improve the skills to be competitive and productive in today's job market. We will do this by providing leadership and promoting collaboration between public and private partners to develop a quality workforce that meets the economic and labor market needs of the region. Our vision, planning and implementation support both State and Federal efforts.

- Through collaborative local and regional meetings (i.e. Skills Gap Analysis Committee, monthly employer meetings, regional business planning) we have developed a demand-driven workforce system;
- Increased integration of service delivery through the Career Center delivery systems and greater Partner collaboration;
- Increased focus on youth investments for both in-school and out-of-school youth populations, increased role of youth council, increased accountability of Partners and sub-contractors, and greater collaboration among workforce, education and business partners;
- Increased reliance on economic development data, collaboration with businesses and labor market information for strategic program development (i.e. Workforce Information System, LEMA, and Skills Gap Analysis);
- Continued collaborations with faith-based and community-based organizations playing an enhanced role in workforce development and allow greater access to workforce development services;

The City of St. Louis Workforce Investment Region, based on the aforementioned sources, have determined the following as it priorities for businesses and job seekers:

- Business Services
- Identification of existing skills gaps
- Job readiness training – Emphasis on adults and youth
- Skills/Vocational Training and Job Placement
- Connect dislocated workers with transferable skills to business hiring needs
- Youth education and employment – work experience
- Incumbent worker training projects – non-duplicative of State's efforts
- Increase community collaboration and involvement

WORKFORCE INVESTMENT REGIONAL ECONOMIC AND LABOR DATA

City of St. Louis

The City of St. Louis is located on 61 square miles just south of the "Meeting of the Rivers," where the Missouri and Illinois Rivers join the Mississippi River. The City is at the center of a 12 county, 7,000 square mile metropolitan area that includes approximately 2.5 million people.

The economy of the St. Louis Metro Region is generally trailing the economy of Missouri as a whole. However, there has been an extremely varied amount of economic growth in this region during the last ten years. The urban core has experienced the slowest growth in the state.

The following information provides some basic demographic and economic data for the City of St. Louis and the St. Louis Metropolitan area.

St. Louis City vs. Regional Population Data

- Population, Gender, Age, Poverty, Race

Gender, Age, Poverty	Females	Males	Population Age < 25	Population Age 25-44	Population Age > 44	Population In Poverty - 1997
St. Louis City Total	175,303	158,657	115,090	95,930	122,940	86,448
Region Total	1,019,317	945,684	680,578	614,028	670,395	200,622

Population Data	2000 Population	2000 Population Density	1990 Population	1999 Population	Change 1990- 2000	Change 1999- 2000
St. Louis City Total	348,189	4325.0	395,313	333,960	-11.9%	4.3%
Region Total	2,003,762	517.6	1,906,515	1,965,001	5.1%	2.0%

Race	White	Black	Asian	Other	Hispanic
St. Louis City	152,666	178,266	6,891	3,827	7,022
Region Total	1,547,742	382,596	32,995	14,656	29,213

Personal Income Data

Personal Income	1991	2000	2001	% Change 1991-2001	% Change 2000-2001
St. Louis City	\$7,523,300	\$9,427,847	\$9,592,322	27.5%	1.7%
Region	42,943,685\$	\$67,283724	\$69,698,632	62.3%	3.6%

Per Capital Personal Income	1991	2000	2001	% Change 1991-2001	% Change 2000-2001
St. Louis City	\$19,100	\$27,174	\$27,984	46.5%	3.0%
Region	\$22,371	\$33,533	\$34,541	54.4%	3.0%

Source: <http://missourieconomy.org/researchandplanning/regional/slmetro/index.stm>

Local Area Unemployment Statistics (LAUS) - St. Louis City

Date	Labor Force	Employment	Unemployment	Rate
Average 2000	161,891	151,442	10,449	6.5%
Average 2001	162,048	148,991	13,057	8.1%
Average 2002	158,178	142,749	15,429	9.8%
Average 2003	161,963	145,616	16,347	10.1%
Average 2004	163,780	147,540	16,237	9.9%

Source: <http://missourieconomy.org/researchandplanning/indicators/laus/ct000510.stm>

Large Regional Employers

AG Edwards & Sons, Inc.
 Atoma International of America
 Bodine Aluminum, Inc.
 Diversey Lever, Inc.
 General Motors Corp.
 Medical School Campus
 St. John's Mercy Hospital
 Southwestern Bell

Anheuser Busch, Inc.
 Barnes-Jewish Hospital
 Chrysler Corporation
 Ford Motor Co.
 McDonnell Douglas Corp.
 St. Anthony's Medical Center
 Saint Louis University
 American Airlines

US Post Office
United Parcel Service, Inc.

Monsanto Co.

Training and Educational Institutions in the St. Louis Region

Institution	City
<u>50 Stars Truck Driver Training Academy</u>	St. Louis
<u>A Gathering Place-Wellness Ed. Center (Florissant)</u>	Florissant
<u>A Gathering Place-Wellness Ed. Ctr-Branch (Creve Coeur)</u>	Creve Coeur
<u>A Technological Advantage</u>	St. Louis
<u>Advanced Dental Careers</u>	Ballwin
<u>Allied College (Maryland Heights)</u>	Maryland Heights
<u>Allied College-Branch (Fenton)</u>	Fenton
<u>American Trade School</u>	Overland
<u>American Woodworking Academy</u>	Fenton
<u>Aquinas Institute of Theology</u>	St. Louis
<u>Baker University-Florissant</u>	Florissant
<u>Barbizon School of Clayton</u>	Clayton
<u>Broadcast Center</u>	St. Louis
<u>C-1 Truck Driver Training (St. Louis)</u>	St. Louis
<u>Career Alternatives Learning Center</u>	Bridgeton
<u>City House Learning Centers</u>	St. Louis
<u>Concordia Seminary</u>	St. Louis
<u>Covenant Theological Seminary</u>	St. Louis
<u>Daruby School (St. Louis)</u>	St. Louis
<u>DeVry University-Downtown STL</u>	St. Louis
<u>DeVry University-West County STL</u>	St. Louis
<u>Eden Theological Seminary</u>	Webster Groves
<u>Fontbonne University</u>	St. Louis
<u>H & R Block Eastern Tax Service-Branch (Florissant)</u>	Florissant
<u>H & R Block Eastern Tax Service-Branch (Kirkwood)</u>	Kirkwood
<u>H & R Block Eastern Tax Service-Branch (Maryland Heights)</u>	Maryland Heights
<u>H & R Block Eastern Tax Service-Branch (St. Louis)</u>	St. Louis
<u>Harris-Stowe State College</u>	St. Louis
<u>Hi-Tech Charities</u>	St. Louis
<u>Hickey College</u>	St. Louis
<u>IHM Health Studies Center</u>	St. Louis
<u>International Institute of Metro St. Louis</u>	St. Louis
<u>ITT Technical Institute-Earth City</u>	Earth City
<u>Jewish Hosp.Coll./nursg.&all.Health</u>	St. Louis
<u>John Robert Powers International</u>	St. Louis
<u>Kenrick-Glennon Seminary</u>	St. Louis
<u>L'Ecole Culinaire</u>	St. Louis
<u>Logan University</u>	Chesterfield
<u>Maryville University of Saint Louis</u>	St. Louis
<u>MERS/Missouri Goodwill Industries (St. Louis)</u>	St. Louis
<u>MERS/Missouri Goodwill Industries-Branch</u>	Poplar Bluff

<u>(Poplar Bluff)</u>	
<u>Midwest Institute (Kirkwood)</u>	Kirkwood
<u>Midwestern Training Center</u>	Hazelwood
<u>Missouri Baptist University</u>	St. Louis
<u>Missouri College</u>	St. Louis
<u>Missouri School of Dog Grooming</u>	St. Louis
<u>Missouri Tech</u>	St. Louis
<u>Mo Baptist Med. Ctr. School/Nursing</u>	St. Louis
<u>Montessori Training Center of St. Louis</u>	Chesterfield
<u>NOVA Southeastern University-STL</u>	St. Louis
<u>Nu-Way Truck Driver Training Centers</u>	St. Louis
<u>On-Line Training Center</u>	Ferguson
<u>Patricia Stevens College</u>	St. Louis
<u>Petropolis Academy of Pet Grooming</u>	Chesterfield
<u>Premier Knowledge Solutions, Inc.</u>	Maryland
	Height
<u>Saint Louis Center/Montessori Education</u>	St. Louis
<u>Saint Louis Christian College</u>	Florissant
<u>Saint Louis University</u>	St. Louis
<u>Sanford-Brown College (Fenton)</u>	Fenton
<u>Sanford-Brown College-Branch (Hazelwood)</u>	Hazelwood
<u>Security Training Center, Inc.</u>	St. Louis
<u>Skyline Aeronautics</u>	Chesterfield
<u>Southern Illinois University-NIMA</u>	St. Louis
<u>St. Louis College of Health Careers (St. Louis)</u>	St. Louis
<u>St. Louis College of Pharmacy</u>	St. Louis
<u>St. Louis College/Health Careers-Branch (St. Louis)</u>	St. Louis
<u>St. Louis Community College</u>	St. Louis
<u>St. Louis Community College-Flo Val</u>	St. Louis
<u>St. Louis Community College-Forest</u>	St. Louis
<u>St. Louis Community College-Meramec</u>	St. Louis
<u>TechSkills</u>	St. Louis
<u>TelTemps Training Resources, Inc.</u>	St. Louis
<u>The Bartending Institute</u>	St. Louis
<u>The Healing Arts Center</u>	Maplewood
<u>Tom Rose School Dog Training & Grooming</u>	High Ridge
<u>University of Missouri-St. Louis</u>	St. Louis
<u>University of Phoenix-St. Louis</u>	Des Peres
<u>University of St. Francis</u>	Chesterfield
<u>Urban League Business Training Center</u>	St. Louis
<u>Vatterott College (St. Ann)</u>	St. Ann
<u>Vatterott College-Branch (Sunset Hills)</u>	Sunset Hills
<u>Washington University</u>	St. Louis
<u>Webster University</u>	St. Louis

Current Employment Opportunities in the City of St. Louis

Industry Division	Estimated Openings
1. HealthCare and Social Assistance	1533
2. Construction	418
3. Professional, Scientific, and Technical Services	234
4. Wholesale Trade	223
5. Accommodation and Food Services	221
6. Manufacturing	164
7. Educational Services	150
8. Retail Trade	133
9. Finance and Insurance	101
10. Transportation and Warehousing	76
11. Real Estate and Rental and Leasing	72
12. Public Administration	56
13. Information	46
14. Arts, Entertainment, and Recreation	45
15. Other Services (except Public Administration)	31
16. Administrative and Support and Waste Management and Remediation Services	4
17. Mining	3
18. Utilities	1
Total openings = 3511	

Source:

<http://pprc.umsl.edu/wis/pages/survreslt2.asp?county=St.%20Louis%20City%2C%20MO&industry=1&fips=29510>. Copyright © 2000-2005 Workforce Information System, MIDAS unit of PPRC, University of Missouri-St. Louis

Projected Employment Opportunities in the City of St. Louis

St. Louis MSA Labor Market Projections

Currently, the Fastest Growing Occupations data are from the Missouri Department of Economic Development.

Top 20 Fastest Growing Jobs (Percent Change)

Occupation Title	2000 Employment (estimated)	2010 Employment (projected)	Projected Job Growth	Percent Change
Computer Support Specialists	6110	9920	3810	62.36
Network and Computer Systems Administrators	2240	3370	1130	50.45
Computer Software Engineers, Applications	3770	5460	1690	44.83
Desktop Publishers	440	630	190	43.18
Network Systems and Data Communications Analysts	1940	2760	820	42.27
Social and Human Service Assistants	2780	3940	1160	41.73
Computer Software Engineers, Systems Software	2180	3080	900	41.28
Database Administrators	920	1280	360	39.13
Helpers, Construction Trades, All Other	190	260	70	36.84
Pharmacy Technicians	2170	2930	760	35.02
Respiratory Therapy Technicians	230	310	80	34.78
Special Education Teachers, Preschool, Kindergarten, and Elementary School	2370	3170	800	33.76
Directors, Religious Activities and Education	1200	1600	400	33.33
Audio-Visual Collections Specialists	30	40	10	33.33
Respiratory Therapists	1040	1380	340	32.69
Computer Specialists	31780	42000	10220	32.16
Computer and Mathematical Occupations	32640	42780	10140	31.07
Loan Counselors	290	380	90	31.03
Speech-Language Pathologists	710	930	220	30.99
Sheet Metal Workers	1810	2360	550	30.39
Occupation Title	2000 Employment (estimated)	2010 Employment (projected)	Projected Job Growth	Percent Change

Source: <http://pprc.umsl.edu/wis/Pages/jrfastg.htm>. Copyright © 2000-2005
Workforce Information System, MIDAS unit of PPRC, University of Missouri-St. Louis

Layoff Data

Since 2002 major layoffs have occurred at the following companies located within the City of St. Louis or within the St. Louis area:

- American Airlines
- Ford Motor Corporation
- Lear Seating Corporation
- Target
- Seabury & Smith, Inc.
- Good Samaritan Nursing Home
- AT&T
- City of St. Louis
- St. Louis Public Schools
- Nordyne
- Union Pacific
- Wyeth BioPharma
- SpringPlace Care Center
- America Coming Together
- Archdiocese of St. Louis
- Graham Packaging Company

Additional layoffs are expected at the following companies:

- City of St. Louis
- Federated
- Missouri Department of Mental Health
- Nestle USA
- May Department Stores
- USF Dugan

WORKFORCE INVESTMENT BOARD STRATEGIES AND POLICIES

Priority for Services:

The City of St. Louis through SLATE will assure that the provision of services will be in accordance with the U.S. Department of Labor “priority of services” policy for the WIA Adult and Dislocated Workers Program. That policy in part is:

- First priority for intensive and training services is to be given to public assistance recipients and low-income individuals when adult funds allocated to a local area are limited.
- Public assistance recipients and low-income individuals who are also veterans.
- Public assistance recipients and low-income non-veterans.
- Among participants who are not public assistance recipients or low-income individuals, veterans will receive priority over non-veterans.
- Additionally, in those programs where targeting of groups are discretionary or optional priorities at the local level, veterans’ priority takes precedence over those optional or discretionary priorities. Veterans’ priority is applied in advance of the opportunities and services provided to the population group covered by the optional priority.

Adult and Dislocated Worker Activities

The City of St. Louis SLATE Career Center at 1017 Olive, St. Louis, MO 63101 will be the access point and basic delivery system for adult and dislocated worker services. Both core and intensive services will be provided on-site. Some intensive services will be accessible off-site, as well. Career Center staff will make referrals to training services. See the Career Center Job Seeker and Business Customer flow chart (**Attachment 6**). The flow chart is the result of the Partner’s Committee. The Partner’s Committee will continue to pursue job seeker and business customer issues such as: reception issues, use of videos for orientation and information purposes, expansion of job-related workshops, business services, defining core and intensive services and rapid response.

Career Center Partners (internal and external) have identified the types of services to be provided in their Memorandum of Understanding. In addition, to the employment and training activities in this area provided by the Career Center Partners, the City of St. Louis through SLATE is a participant and/or a member in other organizations and efforts that include groups providing employment and training services of various types and in various degrees in this area. Other available training vendors in this area providing occupational

skills training are accessible on the Department of Elementary and Secondary Education's Internet listing which will be expanded to include all the information needed for an eligible provider listing. In addition to the associations that have been formed in this area to address the employment and training needs of the population, the City's SLATE office maintains an inventory of potential service providers that includes both local and out-of-town potential providers of employment and training services. Providers of youth services in this area are identified in the Youth Services section of this document.

As detailed in the Memorandums of Understanding, the Career Center Partners will be providing a variety of core services at the City of St. Louis' Career Center. The City's SLATE office will also provide core and intensive services. With the combined efforts of all the Career Center Partners, the core and intensive services identified in the Workforce Investment Act will be accessible to individuals at the City's Career Center in addition to self-service services. Core services to be provided by the Career Center Partners include, but are not limited to, outreach, intake, orientation, initial assessment, job search and placement assistance, and where appropriate, career counseling, job vacancy listings, information on job skills necessary to obtain a job, information on local occupations in demand and the earning and skill requirements for such occupations, listings of eligible providers of training services, information regarding local performance measures, information on available supportive services, and follow-up services. Intensive services include, but are not limited to, comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, development of an individual employment plan, group counseling, individual counseling and career planning, case management, and short-term prevocational services. Information and referral to training services will also occur at the Career Center. Training services include, but are not limited to occupational skills training, on-the-job training, programs that combine workplace training with related instruction, training programs operated by the private sector, skill upgrading and retraining, entrepreneurial training, adult education and literacy activities, and incumbent worker training conducted with a commitment by an employer or group of employers. Individuals who receive services other than self-service will be registered and determined eligible for the appropriate program. All supportive services as noted in the Act and regulations remain as options for adults and dislocated workers.

The City of St. Louis Workforce Investment Region has an abundance of providers of employment and training services as shown in the following:

Youth Services:

Youth services provide pre-employment training, leadership development, mentoring, group activities, summer work experiences, and guidance and counseling. These providers include the following:

- Better Family Life
- Employment Connection
- Family Resource Center
- International Institute of Metropolitan St. Louis
- MERS/Missouri Goodwill Industries
- Productive Futures
- Youth, Education and Health in Souland
- Youth in Need

Youth Services to the Disabled Population:

- Life Skills Foundation
- Job Experiences for Special Students (JESS)

Adult/Dislocated Workers Services:

Adult/Dislocated Worker services provide job development, job search training and placement services and include:

- Productive Futures
- Connections to Success
- Fathers' Support Center
- MERS/Missouri Goodwill Services
- St. Louis Community College

Serving Persons with Disabilities

The Workforce Investment Board is committed to ensuring persons with disabilities have access to the full array of services at the Career Center. In order to accomplish this goal, the SLATE Career center partnered with Independence Center and MERS/Goodwill in applying for and receiving Work Incentive Grant. The WIN grant was designed to provide Career Center Partners with the expertise for working with disabled persons who access the Career Center for services. The Career Center also maintains a wide array of auxiliary aids to assist those disabled persons who access the Career Center for services. Career Center staff are fully trained in the use and instruction of these aids. Information regarding the availability of these aids is noted on all informational material and the following statement is posted on our website: **"St. Louis Agency on Training and Employment is an equal opportunity employer with equal opportunity programs. Auxiliary aids and services are available upon request to individuals with disabilities."**

Dual Enrollment Policy

The WIB has recommended the dual enrollment of WIA job seekers whenever possible. The SLATE Career Center Partners have employed this practice with job seekers engaged in Wagner-Peyser activities, dislocated workers from the American Airlines and the Ford/Lear layoffs, welfare recipients from the Career Assistance Program, and we anticipate a similar practice with the layoffs from the Base Realignment and Closures.

Serving Persons with Limited English Proficiency

The Workforce Investment Board is also committed to ensuring all persons have access to the full array of services at the Career Center. Over the past five years, the immigrant population in the City of St. Louis and the St. Louis area have increased significantly (Bosnian, Hispanic, and Asian). To ensure persons with limited English proficiency have access to all of our available services, we have taken the following steps:

- We have a number of Career Center staff who are fluent in Bosnia, Spanish, French, and Russian;
- We have printed materials translated into Bosnian and Spanish;
- We have identified several “English as a Second Language” courses and make referrals when necessary; and
- We have established a strong relationship with the International Institute for employment and training services and translation services.

Reemployment Services for Worker Profiling

The City of St. Louis SLATE Career Center partners with the Missouri Division of Workforce Development (DWD) to use the Missouri statistical model to identify U.I. Claimants who need intensive re-employment services because they are otherwise likely to become long termed unemployed. The information gathered will determine the probability of an individual’s chances of exhausting benefits. The focus of the Worker Profile System is to shorten the time a claimant spends unemployed and to expedite their return to productive and stable employment.

The SLATE Career Center will use the following for reemployment services for worker profiling:

- Request and Selection
 - The SLATE Career Center request a list weekly of individuals from Unemployment Insurance (U. I.). Requests are processed in Toolbox each Tuesday.

- The computer model picks individuals based on their likelihood of exhausting UI benefits for a profiled worker program. The maximum number is limited to 25 UI claimants each week. The request week will be extended to Tuesday, if Monday is an observed holiday.
- The statistical model will select the number of individuals with the probability of exhausting benefits. The individual selected will receive a letter directing them to a Worker Profiling orientation / evaluation session scheduled at the Career Center.
- Worker Profiling Orientation and Evaluation
 - DWD staff provides explanation of the re-employment service system program, provide information regarding employment and training services, and direct claimant to complete their 4 Weeks In-Person Reporting requirement.
 - DWD staff will ensure customer completes a profile and a Great Hires Registration.
 - The evaluation can be done during the scheduled orientation. If the customer needs further assessment, a referral will be made for the appropriate service to establish the re-employment service plan for each individual.
 - Develop a re-employment plan (IEP) with the customer. The re-employment plan does not have to cover the entire UI claim period. It is possible that a claimant may only need a resume and the entire profiling plan can be completed in one day. However, every effort is to be made to provide comprehensive staff assisted services that will assist the claimant in returning to work prior to exhaustion of UI benefits.
 - If it is determined that the claimant could benefit from training, DWD staff will refer the claimant / customer to the appropriate training provider for services. If the claimant / customer is determined eligible and enrolled in a training program, the worker profile record is terminated.

Apprenticeships

It has been the experience of the Workforce Investment Board that the apprenticeship programs sponsored by the U. S. Department of Labor – Bureau of Apprenticeships and Training are no more successful in providing skilled workers in the construction trades, biotechnology, health care, information technology, or retail services than through more conventional methods. However at the urging of the Missouri Division of Workforce Development the Workforce Investment Board will invite representatives from the U.S.

Department of Labor Bureau of Apprenticeship and Training to a future meeting of the board in order for them to provide any additional information of the effectiveness of apprenticeships.

Veterans Employment Services

Veterans' priority is a requirement in all programs funded wholly or in part by DOL. For all programs with statutory requirements, veterans must meet the program eligibility requirements in order to obtain priority of service. The related service priority is as follows:

- First priority for intensive and training services is to be given to public assistance recipients and low-income individuals when adult funds allocated to a local area are limited.
- Public assistance recipients and low-income individuals who are also veterans.
- Public assistance recipients and low-income non-veterans.
- Among participants who are not public assistance recipients or low-income individuals, veterans will receive priority over non-veterans.
- Additionally, in those programs where targeting of groups are discretionary or optional priorities at the local level, veterans' priority takes precedence over those optional or discretionary priorities.

Veterans' priority is applied in advance of the opportunities and services provided to the population group covered by the optional priority.

Provision of Information to Covered Individuals

Each of our service providers via contract language comply with the policy regarding the priority of service benefits and services for all covered persons including veterans and eligible spouses. This includes providing information about their employment related rights and benefits.

Program Registration

Per requirements from the Missouri Division of Workforce Development veterans data is collected via the Toolbox system at intake and assessment. A veteran can also self-declare their veteran status via the great GreatHires.org, system.

Career Center Partners have been trained on the various aspects of employment services to veterans. Various items of literature highlighting services to veterans are available at the Career Center. The Missouri Division of Workforce Development has two veterans employment services representatives housed at the SLATE Career Center. Receptionists and other

case management staff utilize the services of the two veterans representatives (DVOP/LVER) housed at the SLATE Career Center.

Skills/Vocational Training and Support Services

The provision of skills/vocational training is one of the major priorities for the Workforce Investment Board. It is of prime importance to provide the region's businesses with a job ready, qualified workforce. Over the past five years the City of St. Louis Workforce Region has invested on average \$550,000 annually in skills/vocational training.

Individual training accounts (ITAs) are utilized for training referrals with the exception and with a Governor-approved waiver, as appropriate for on-the-job training and incumbent worker training and training services programs of demonstrated effectiveness offered in the local area by a community-based organization or another private organization to service special participant populations that face multiple barriers to employment or lay off. These are low-income individuals with substantial language or cultural barriers, or offenders, or homeless individuals, or other hard-to-serve populations as may be defined by the Governor. Except for OJT and incumbent worker training for which we will be follow applicable WIA regulations, the other exceptions to ITAs and some intensive and supportive services will be procured either through the competitive procurement process or the non-competitive inter-governmental purchase process. All these exceptions to individual training accounts would be provided pursuant to a contract for services with the City of St. Louis through SLATE as reviewed and approved by the WIB.

The WIB will utilize the State-provided eligible training provider listing that will list provider training and performance. (A partial list of St. Louis area training providers is located on pages 20-21 of this plan.) A quarterly report of the status of participants enrolled with training providers is produced and reviewed by the SLATE Director and Career Center Managers. The review includes but is not limited to:

- Number of participants enrolled
- Graduation rate
- Job placement rate
- Job placement in areas in which participant was trained
- Effectiveness of assessment methodology for training and job placement based on the aforementioned items

The results of these reports are shared with the WIB to determine the continued use of these training provider(s) based on their performance. The WIB reserves the right to institute additional performance measurements for local providers

of training. The WIB also relies on bi-annual labor market data produced by the University of Missouri-St. Louis, Public Policy Research Center to determine labor market trends. This information provides guidance on how job training funds will be utilized annually.

While the WIB adheres to U.S. Department of Labor policy regarding customer choice in selecting a training provider, Career Center staff share with participants data from the quarterly reports.

Individual training accounts for Title I adult and dislocated workers allow these participants to purchase training services from eligible providers that these participants select in consultation with the Career Specialist. The City of St. Louis Workforce Investment Region will look to the State of Missouri and will work within their established system for training reimbursement. Staff at the Career Center will coordinate this process. The WIB in conjunction with the Director of SLATE, a CEO appointee, will examine limitations on the dollar amount and/or duration of an Individual Training Account, as well as, if a maximum amount should be established or if a range of amounts would be more appropriate. These procedures will be reviewed and approved by the WIB. The WIB will utilize the State-provided eligible training provider listing which will list provider training and performance.

The WIB, in conjunction with the Director of SLATE has also established basic criteria for training. **(See Attachment 7)** This criterion provides direction to Career Center staff and community partners on the region's training policy.

The WIB recognizes the fact that each person's support needs are unique. Prior to providing support services the Career Center manager requires specific information regarding from Career Center or Partner staff:

- Type of services needed
- Documentation from the employer or training provider on specific needs
- Alternatives to funding these services
- Likelihood of success

Services or support includes but are not limited to:

- Equipment
- Clothing
- Instructional materials
- Transportation assistance
- Meals
- Drug testing
- Criminal background checks

The maximum allowed for these services is based on individual participant needs, the availability of funding, and the outlook for success. Approximately \$51,000 has been expended annually over the last three years on support services and needs based payments. Support services and needs based payments have been provided on average to 279 participants over the last three years (\$183 per participant average).

Youth Services

The City of St. Louis Workforce Investment Board is the policy development body under WIA and will make decisions regarding youth issues based upon input received from the Youth Council.

The Workforce Investment Board utilizes both a competitive bid process and a non-competitive selection process (for governmental agencies only) for selection of providers of youth activities and reserves the right to operate some programs in-house. The bid process will follow guidelines in the Request for Proposal Package. A public notice with information about the bid process will be published in local newspapers of general circulation within the Workforce Investment Region and surrounding region, in addition to notices being mailed to providers who have expressed a desire to be placed on a bid notification listing. A Pre-Bid conference will be held with interested parties at the City of St. Louis Career Center in downtown St. Louis, MO. The Youth Council will review proposals and recommend successful program operators to the WIB.

The greatest unmet needs expressed by the community are (1) to support educational reform in the City of St. Louis, (2) to provide support for youth by reinvesting in youth employment, (3) to develop career options and a career pathways for youth, (4) to develop a business alliance that supports work experience options, (5) to make certain information about available resources for youth are distributed and communicated to both youth, parents, and youth serving agencies, and (6) to make certain that eligible youth accessing the WIA System and other programs, are provided with comprehensive services to assist them, and to fill-in the service gaps when they occur.

A local Youth Council has been established, as a subgroup within the local WIB, and is comprised of individuals with special interest or expertise in youth services who will provide direction and oversight of programs in cooperation with the local WIB. The following are the current members of the Youth Council:

Bob Lee – Chair – Wells Fargo Home Mortgage

- (1) Becky James- Big Brothers Big Sisters
- (2) Alice Pollard-Buckingham- Superintendent of Corrections/City of St. Louis
- (3) Troy Miles - St. Louis Housing Authority
- (4) Tom Kroenung- Boy Scouts of America
- (5) William (Bill) Siedhoff - Director City Department of Human Services
- (6) Jane Knirr- International Institute
- (7) Bobbie Bailey- Attorney Circuit Attorney's Office (Former SLATE Summer Intern)
- (8) Marcella Soda- Executive Director of Jess
- (9) Shirley Jackson- Union Pacific Railroad
- (10) Erickson Smith- Psychologist- Owner of ETS Counseling & Consultants, Works with youth in the Medium Security Facility for the City of St. Louis.
- (11) Peg Pedersen- St. Louis Public Schools
- (12) Susan Katzman- Director of Career & Tech Educ. /St. Louis Public Schools
- (13) James (Jim) Duane- UMSL
- (14) Nakia Sharp- Graduate Student at UMSL (Former Summer Counselor for SLATE)
- (15) Natalie Hughes- Youth In Need
- (16) Dorothy Clark- Parent of active Participant @ BFL
- (17) April Cooley- Youth participant @ BFL
- (18) Joyce White- United Way-Director of Information and Referral
- (19) Giselle Hudson- Parent of active Participant

(20) Brandon Hudson- Youth Participant

(21) Angela Ewing - Parent of active Participant.

The local WIB in conjunction with the Youth Council are responsible for selecting service providers, as well as, overseeing the process for determining effective or ineffective service providers for youth activities that will be driven by the Youth Council. Providers must annually submit performance and cost information for each program for which the provider is responsible. The local WIB requires that SLATE perform monitoring and oversight of contracted providers, and the local WIB determines subsequent eligibility, and require corrective action when needed to ensure continuous improvement of eligible providers of services.

The City of St. Louis WIB evaluates the effectiveness or ineffectiveness of youth service providers through monitoring of programs using the following indicators:

- How long do eligible youth stay in the programs, are youth engaged and do they continue to attend the program.
- Are youth experiencing success according to their individual plans, school and training success; i.e. receiving passing grades, attending school regularly, being assisted with academic performance, moving toward attainment of certifications, etc.
- Are youth staying out of the juvenile justice system, or are they being deterred from juvenile crime, is there a reduction in numbers of encounters with the juvenile justice system, are youth refraining from risky behavior (teenage pregnancy, drugs etc.)
- Is there a caring adult, mentor, counselor or case manager that gets to know and interact with youth over a period of time and is the follow-up documented.
- Department of Labor/State Division of Workforce Development negotiated performance measures are also utilized to determine the effectiveness of the programs.

Supportive Services

Supportive Services available include but are not limited to: Parenting ed., self-help groups, housing, information and referral, legal services, pregnancy counseling, health services, advocacy, sexual functioning info., ex-offender services, financial support, chemical dependency programs, abuse shelters, day care, medical support, counseling, pre-school services, WIC, speech and language evaluation, transportation assistance, etc.

Youth, ages 14-21, who meet the eligibility criteria, will be eligible for WIA-funded youth services in the City of St. Louis Workforce Investment Region. Not more than 5% of eligible participants may be non-economically disadvantaged; however, they must have one or more of the following barriers: school dropout, basic skills deficient, one or more grade levels below the grade level appropriate to individual's age, pregnant or parenting, individual with disability, homeless, runaway, or offender, lack of accessible or reliable transportation, or other serious barriers to employment identified by the local board. Thirty percent of funds will be used to provide services for out-of-school youth.

Supportive services may be provided to individuals who are participating in services and are unable to obtain supportive services through other programs. Supportive Services will only be provided if necessary on a documented as-needed basis.

In order for a youth to qualify for services using the sixth criterion of "Is an individual (including a youth with a disability) who requires additional assistance to complete an education program, or to secure and hold employment", the following conditions must be met:

- Verification obtained from a professional source (doctor, teacher or other educational representative, licensed social worker, vocational evaluator, etc.) stating that the youth does require additional assistance either related to education or employment, OR
- Documentation which verifies that the youth:
 - Has a poor work history (been fired from 1 or more jobs within the last six months, OR
 - Has a history of sporadic employment, such as "held 3 or more jobs within the last 12 months, and is no longer employed), OR
 - Has been actively seeking employment for the last 2 months, but remains unemployed.

Training costs for participants under 18 years of age may be paid through an individual referral contract with a provider. Eligible individuals who are 18 to 21 years of age may participate in adult and youth programs concurrently, provided they meet applicable eligibility criteria.

The following program elements will be utilized through a referral process. The SLATE Career Center and community-based providers will provide each youth participant and parent information based on appropriate services available and based on a determination of the individual's needs and goals. Individual Service Strategies for participants will be developed based on an objective assessment which evaluates academic levels, skills levels, interests

and needs of each youth participant. A corresponding individual service strategy will then be used which identifies the employment goals, achievement objectives, and appropriate services for the participants. All youth participants will receive follow-up services for a minimum of twelve months. Strong linkages among programs will be reinforced and additional sources and programs will be developed to fulfill participant needs.

Youth Program Elements:

- Instruction leading to secondary school completion, post secondary educational opportunities, Dropout Prevention Strategies
- Summer employment opportunities directly linked to academic and occupational learning
- Alternative secondary school services
- Paid and Unpaid work experiences and job placement assistance
- Leadership Development opportunities
- Supportive Services
- Adult and Peer Mentoring
- Follow-up Services
- Comprehensive Guidance and Counseling

Youth program design will also emphasize preparation for employment and/or postsecondary education. Strategies will include preparation for post secondary educational opportunities, linkages between academic and occupational learning, preparation for employment, and connections to intermediary organizations that provide strong links to the job market and employers. A system of assessment will be utilized to increase a youth's employability. The system will identify, measure and document attainment of employability skills in one or more of the following areas: Basic Education, Occupational Skills, and Work Readiness Skills.

To increase a youth's employability skills the following youth activities are utilized:

- BASIC SKILLS TRAINING designed to upgrade basic skills and prepare the participant for future training, future employment, or retention in present employment. Basic skills training may be provided directly or through arrangement with other programs, as appropriate.
- OUT-OF-SCHOOL YOUTH PRE-EMPLOYMENT targeted to high school completers or high school dropouts. The instructional program may consist of basic skills remediation/GED preparation, Work Readiness Skills, and Life skills.
- WORK EXPERIENCE provides short term work assignment to enhance the employability of youth participants through the development of good

- work habits and basic work skills, in conjunction with basic skills remediation/GED preparation, Work Readiness Skills and Life Skills.
- IN-SCHOOL YOUTH PRE-EMPLOYMENT WIA funds may be used to pay tuition/books/supplies for selected eligible high school students. Youth development activities, instruction may be provided in Work Readiness skills and other academic activities to in-school participants.

The City of St. Louis Workforce Investment Region operates year round youth programs focusing upon various targeted populations groups as identified in Concepts A, B and C, below. Service strategies have been developed for each participant that identifies realistic employment and training goals. Strategies will be developed to reach appropriate achievement objectives and other services necessary for the participant to achieve success. The SUMMER YOUTH EMPLOYMENT PROGRAM is used as a component of a year-round service strategy, depending upon the individual needs.

Follow-up will be conducted at 3, 6, 9 and 12 months and may occur more frequently if youth are encountering problems in their success toward the employment plan. Either the case manager who worked with the participant during enrollment or a follow-up specialist will provide telephone contact, and may provide in-person contact and case management if problems are detected.

TARGETED POPULATIONS: At-Risk and High Risk Youth Projects - Direct services projects will be linked with and build upon the resources available in the community, including human, educational, social and workforce development services. The direct services will prepare high risk youth for high quality employment utilizing core and intensive services under WIA in addition to training services, as appropriate.

CONCEPT A: Projects could address the needs of the disabled, in-school youth, out-of-school youth and high-risk youth who reside in a community of high crime, poverty and high levels of drug abuse. This project will be designed to increase academic achievements, promote staying in school, community service and work experience activities, and increase short-term and long-term employment opportunities. This concept may provide exposure to careers and colleges, arts, crafts, leadership development, summer employment and other supportive youth development activities.

CONCEPT B: Projects could assist in the assimilation and adjustment process into society of youth and young adults involved with the criminal justice or penal systems.

CONCEPT C: Projects could provide services for youth who are transitioning to independent living within the community from foster care, homeless centers, vocational rehabilitation, MRDD, or the criminal justice system.

The projects under Concept B and C would be intended to aid the adjustment of participants returning to their communities to enable them to have the necessary supports to improve their prospects for employment and educational opportunities. These might include education, job training, summer employment, social and health services, counseling, mentoring, training in budgeting resources and time, making decisions/choices, being responsible for paying bills on time, contributing to the community through volunteer *work* or subsidized *work* experience, etc.

Performance Measures

(See attachment 11- St. Louis City Performance Levels for '05 & '06)

The Memorandum of Understanding between the Workforce Investment Board and the Chief Elected Official and the Governor states that they will negotiate and reach agreement on performance measures for City of St. Louis Workforce Investment Region.

We want to know if customer needs are met via the Career Center System, was it what was expected, and how does what was received compare to the ideal. We believe that continuous improvement is a commitment to a systematic approach to high performance. Continuous improvement is driven by finding opportunities to do better, as well as, by solving problems that need immediate correction. Particular attention is paid to providing excellent customer service. During fiscal year 2005, all Career Center staff received customer service training provided by the University of Missouri Extension Service.

The WIB also applies the concept of continuous improvement to our contracted service providers. A Career Center staff person is assigned to routinely monitor U.S. Department of Labor program compliance issues. Each provider is monitored bi-annually to determine the quality and provision of services. The WIB also contracts with the City of St. Louis Office of the Comptroller to conduct annual fiscal audits. Corrective action plans are issued when discrepancies are noted. The information obtained from these reviews is the basis for determining the continued use of these providers. Staff are also assigned to conduct surveys of employers and job seekers to determine their satisfaction with these providers.

Annual negotiation of local measures for adult, youth and dislocated worker programs was completed in July 2005. The new measures reflect the latest

Department of Labor requirements involving “common measures”. We would like to stress is that we are committed to the purpose of the Workforce Investment Act: providing workforce investment activities that increase employment, retention, earnings, and skill attainment and as a result improve the quality of the workforce, reduce welfare dependency and enhance the productivity and competitiveness of the Nation.

The City of St. Louis has a long history (since 1973) in operating employment and training programs. The City of St. Louis through SLATE and the Workforce Investment Board stress the importance of excellent performance with our Career Center Partners and all contractees. For program years 2000, 2001 and 2002 the City of St. Louis Workforce Investment Region failed to meet several of its performance measures.

- Failing to perform at 80% of the negotiated level for the Adult Earnings Change performance measure for two consecutive years;
- Failing to achieve a 100 percent cumulative score for the Adult Programs;
- Failing to perform at 80% of the negotiated level for the Older Youth Earnings Change and Older Youth Credential performance measures for three consecutive years.

In June 2003 performance planning strategies were developed to ensure the City of St. Louis Workforce Investment Region met or exceeded all negotiated performance measures.

It is worth noting that the City of St. Louis Workforce Investment Region serves the most economically and educationally disadvantaged population of any population in the State of Missouri.

- A report issued in early 2003 indicated Missouri led the nation in lost jobs (77,700).
- Unemployment in the City of St. Louis increased significantly from July 2002 through August 2003 when it stood at 11%. It currently stands at approximately 9%. The State unemployment rate is currently 5.6%
- Between October 2001 and October 2003 economic conditions worsened
 - The St. Louis City Region experienced approximately 8,279 layoffs from July 2002 to October 2003.
 - The St. Louis Business Journal reported St. Louis ranks 21st nationally in layoffs for 2003. This is up from our 33rd ranking in 2002.
 - The St. Louis Business Journal reported the median income for households in Missouri and Illinois for 2001 and 2002 fell 5% from the 2000 and 2001 numbers. Nationally household income fell 1.1% for the same period.

- The St. Louis Business Journal reported the two-year average poverty rate rose to 9.8% of the population in 2001 and 2002. This was up from 9.4% in 2000 and 2001.

Even though we faced the above situations we developed an extensive corrective plan in June 2003. Since that time we have done the following:

DATE	CORRECTIVE ACTION
6/03	Corrective Action Plan developed for PY03
6/03	St. Louis City WIB approved youth credentialing
6/11/03	SLATE staff attended WIA Youth Technical Assistance Training Session in Jefferson City
6/24/03	SLATE provided performance measures corrective action training to Career Center staff
6/30/03	Division of Workforce Development staff provided performance measurement training to SLATE staff
7/7/03	Division of Workforce Development staff provided performance measurement training to adult, dislocated worker, and youth contract providers
7/15/03	SLATE provided contract providers with follow-up training on performance measurement training
9/25/03	SLATE provided exit policy training to contracted providers
11/25/03	SLATE provided exit and performance measurement follow-up training to youth contracted providers
2/3/04-2/5/04	SLATE staff attended technical assistance session conducted by DWD on enhancing youth performance
2/26/04	SLATE provided "refresher" training on performance outcomes to Career Center staff
4/04	Completed analysis of which staff/contractors are failing to meet corrective action goals
6/03-4/04	SLATE Director addressed performance measurement corrective action measures at 8 different Career Center staff meetings during this period of time

Adult Earnings Change/Older Youth Earnings Change

These performance measures are based on the earnings of adults and youth once they "exit" our system. A comparison of pre and post earning amounts is made. Our corrective plan to resolve this issue was to develop an Individual Employment Plan for adults and older youth keeping in mind the specific negotiated performance goal. We monitored their earnings and did not exit them from our system until the goal is achieved.

Older Youth Credential

Each of our youth service providers has developed a curriculum for working with the older youth. It may be to assist the youth in getting a high school

diploma or GED or it may be a job readiness course. When the older youth successfully completes the curriculum a certificate is awarded. This is the “credential” requirement of the Workforce Investment Act. The local Workforce Investment Board (WIB) has approved the credentials of each of these providers. **(See Attachment 8)** Data on those youth who are in receipt of these credentials for successfully completing the curriculum are entered into the Toolbox system on a timely basis.

Younger Youth Retention

Our corrective action plan to resolve this issue is to have our service providers develop an Individual Employment Plan for younger youth with this specific negotiated performance goal. Service providers must include in the Plan that they will be working with youth at least 12 months after they exit from the program. Service providers will re-engage youth during this period after exit by finding other employment as needed and/or will refer youth to post-secondary education, advanced training, and qualified apprenticeships and will perform other follow-up as necessary to report the status of youth; i.e., if the youth has joined the military or to report the actual employment or training in the 3rd quarter after exit. Service providers currently report the 3rd quarter status to SLATE, however, we will see that they are provided with additional technical assistance and will closely monitor the providers to make certain this contract performance requirement is met.

Since implementation of this plan significant improvements in performance have been made. We will continue to closely monitor performance until we meet or exceed the new common measures issued by the U.S. Department of Labor. This will include continued meeting with the Career Center Partners and community-based sub-contractors.

Rapid Response

The City of St. Louis through SLATE will assist the State with Rapid Response in the local area. Currently, the majority of one staff person’s time is devoted to Rapid Response and we see this allocation of time continuing. The procedure currently in place with the State of Missouri taking the lead on layoffs of 50 employees or more will continue with SLATE taking the lead for layoffs of less than 50. Larger or mass layoffs are handled regionally usually involving the St. Louis City, St. Louis County, St. Charles County and Jefferson/Franklin County Workforce Investment Regions. Other state agencies including the Division of Workforce Development and the Division of Employment Security as well as labor representatives are also involved in these

regional events. Regional Workforce Investment and State representatives have met to develop a comprehensive rapid response process to ensure the efficient provision of information and services.

Rapid Response activities provided include, but are not limited to:

- On-site contact with the employer, representatives of the affected workers, and the local community (if warranted),
- The provision of information and access to unemployment compensation benefits, comprehensive one-stop system services, employment and training activities, including information on the Trade Adjustment Assistance program,
- On-site workshops,
- Participation in Transition Team meetings,
- On-site interviewing and WIA enrollment, and
- The provision of emergency assistance adapted to the particular closing, layoff or disaster.

In addition, the Workforce Investment Region works with the State of Missouri in their provision of assistance to the WIB and Chief Elected Official to develop a coordinated response to the dislocated event and, as needed, to obtain access to State or Federal economic development assistance.

Business Services

The SLATE Career Center Partners have worked steadily to coordinate business outreach efforts and address the single point of contact system, which our Business Outreach Plan (the Plan) terms the “Coordinated Point of Contact”. This coordinating effort incorporates an Account Management System and an Account Manager as the lead person for a particular business. Business Service Representatives enter information into the Toolbox system regarding each business contact after first establishing that there is no conflict with the business being served by another representative.

Critical to WIB’s effort was the appointment of experienced staff members to lead in implementing business services at SLATE. The strength of this team complements the SLATE Career Center Partners who perform both career counseling and job development duties, and who are in contact with area businesses.

Career Specialists enter Account Activity notes and attended a hands-on Toolbox training session where the importance of the “single point of contact” was emphasized. SLATE business service representatives monitor the posting

of activity contacts through a checklist system, and review in Toolbox on a monthly basis. In addition, the Business Resource Center at SLATE conducts regular business service training sessions for Partner staff that have business outreach responsibilities.

In addition, Partners attend at least quarterly (if not monthly) Toolbox/GreatHires training sessions at the local DWD Missouri Career Center Office to make sure that they fully understand the purpose and functionality of the system and how to use it (as it changes) and as it relates to serving both our business and job-seeking customers.

Business Representatives located in the City have held meetings, shared information and resources, and assisted one another in serving area businesses. The majority of business outreach efforts this year have centered on partners co-located at SLATE, the MET Center, and the DWD Missouri Career Center. However, information-sharing meetings have been held with partners in St. Louis County.

Evidence of partners working together to deliver business services includes:

- Partner briefings / meetings two or three times per week at SLATE to inform and plan for upcoming hiring events, and business services
- Following up on business referrals from other partners
- Extensive “heads up” sharing of job leads with partners
- Collaborating with DWD to request “Call-Ins” for larger hiring events
- Participating in job fairs and hiring events in both City and County with partners
- Bringing in the expertise of partners in a particular area when needed to assist a business.
- Coordinating with partners in hosting business meetings to mutually present our services
- Understanding what partner to go to for expertise, or to use as a referral source for a business need. Example of knowledge sharing: Missouri Career Center partner can teach SLATE how to host a virtual job fair, while SLATE can teach an array of Human Resource supportive services.
- Partnering to assess and implement pilot programs (SLATE and St. Louis Community College, SLATE and U.S. Probation Office)
- Discussion on how retention issues in an area hotel could be resolved; business representative suggested employee focus group. Focus group revealed the actual problems were very different from management assumptions.

Innovative or outreach successes include the following:

- Development of a distinct business identity: **SLATE Career Center** *Business Connections*, and
- Describing *Business Connections* to our business customers in terms of Partners, Workers and Resources
- Development of a presentation and attractive binder describing Resources in five areas: Staffing / Recruiting; HR Support; Incentives; Training; and Other Resources
- Development of monthly Business Breakfasts to impact up to 30 business leaders at one time; presentation and forum for sharing what we can do and forum for discussing their needs
- Held monthly since Feb., 2005; good feedback and increased business customer interaction resulting in being sole source for more companies
- Utilizing Business Breakfasts as a tool for training Career Specialists to increase business contacts, and in knowing how to present our business services. Also increases staff confidence and teamwork.
- Increased use of pre-screening services at SLATE to support HR
- Increased trust in allowing SLATE to select pool of candidates to interview
- Increase in number of interviews held at SLATE resulting in greater number of referrals being hire
- Increased staff training in all areas that affect performance including six Customer Service modules.
- Partner staff co-located at SLATE working together as one team with one identity; staff morale has improved as well as performance and results.

Modifications or revisions to the plan:

Revisions to the joint City/County Business Outreach Plan of 2004 included results from two Focus Group Interviews conducted in June, 2004. The summary of the Focus Group Interview details: Services Requested from Missouri Career Center Staff, Requested Job Seeker Attributes, and Job Seeker Training Needs. No other revisions were noted.

As previously mentioned the WIB's commitment to businesses is exemplified by the fact that they have implemented business services, added Business Representatives, and will expand their training of staff and partners in providing business services.

On-The-Job-Training

As high growth and high tech jobs increase in demand, the WIB will look to the existing skilled workforce in selecting and preparing individuals to meet these

workforce needs, and build upon the State's incentive programs that will attract new and retain existing businesses.

The training needs of businesses will be addressed to implement On-the-Job Training programs in a manner that seeks to coordinate with existing State programs, and not to duplicate them. Training funds for OJT will come from formula and 15% funds Discretionary Funds, and will be administered by the WIB. Federally funded OJT, in combination with state-funded incentive packages, will be a powerful incentive to reach previously untapped targeted industries.

OJT opportunities will be sought in these areas:

- New businesses
- Expanding businesses
- Retention programs

Project determinations will be in collaboration with our WIB, Business Representatives, St. Louis Development Corporation, business leaders, etc., and will work through a specialized OJT Coordinator at SLATE to handle marketing, proposals commitments, and follow up. The OJT Coordinator will also consult with Missouri Employer Committees, Chambers of Commerce and DWD in identifying competencies for the identified high growth positions, and in assessing the appropriate timeframe for training.

The OJT Coordinator will also obtain performance information from the OJT providers. This information will include the provider's placement rate of individuals into unsubsidized employment; retention at the six-month mark; and earnings received after being employed for six months. Industry and occupational data gathered by Missouri Economic and Research Information Center (MERIC) will guide the OJT process, as well as the incumbent worker training initiative.

Incumbent Worker Training

Since industry-specific customized /classroom training is funded through the STATE and administered through the local community college system, Business Representatives, Partners, and those involved in business outreach will be trained for delivering these services. With an understanding of what is available for specific targeted industries, such as hi tech manufacturing, business outreach staff will be able to reach and inform a greater number of businesses who may be candidates for these services.

Whenever possible, incumbent worker training shall be addressed to determine if a referral would be in order, and if the targeted industry is validated by Public Policy Research Center (PPRC), MERIC and guidelines. When incumbent worker training is necessary and is on a smaller scale, at times SLATE can assist a company, for example, with computer tutorials that we have here to upgrade worker skills.

When outside training, or specialized training is required, the Business Representatives may assess the need, and provide information on resources readily available. If no resources are available, or if it is deemed that a pilot program is needed, SLATE has the ability to bring resources together and deliver a fee-for-service training program

***The City of St. Louis Workforce Investment Region will actively coordinate with DWD Central Office Business Relations staff to avoid duplication of incumbent worker (Classroom & OJT) and other industrial training programs.**

Regional Coordination

The St. Louis Metropolitan region includes: the City of St. Louis, and Missouri Counties of St. Louis, St. Charles, Jefferson and Franklin. Regional planning means the identification of the other workforce related planning agencies in the Workforce area, how the activities planned for the Workforce Investment Region respond to the needs of these other planning agencies and how this response will achieve Workforce Investment Act outcomes.

Section 106 of the Workforce Investment Act of 1998, Public Law 105-220 states the following: "The purpose of this subtitle is to provide workforce investment activities through statewide and local workforce investment systems, that increase the employment, retention, and earnings of participants, and increase occupational skill attainment by participants, and, as a result, improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the Nation."

Since 1999, the St. Louis Metropolitan Regional Workforce Investment Boards and their Career Center Partners have held multiple meetings to discuss regional workforce efforts. As a result numerous regional workforce activities have been conducted:

-Regional coordination of rapid response activities and regional responses to mass layoffs (i.e. American Airlines, Ford/Lear, etc.)

- Regional coordination and support of workforce development efforts for working with the ex-offender population. This includes staff training, job fairs, and community information meetings.
- Support of a regional labor market research strategy involving the University of Missouri-Public Policy Research Center.
- Data sharing such as the sharing of job orders including state-to-state shared job orders.
- The development and implementation of a regional business plan to serve area businesses.
- Regional marketing strategies that have included an annual regional business recognition luncheon and a toll-free number for customers and employers.
- Series of meetings to support the merger of the City of St. Louis and St. Louis County workforce investment regions.
- Support of the Metropolitan Employment Center as an example of an employment and training center serving the City of St. Louis, St. Louis County and near-by Illinois counties.
- Regional Skills Gap Analysis Committee that was developed to meet with area businesses, education partners, economic development partners and workforce development professionals. The purpose of this committee was to identify the regional skills gaps and high demand fields for employment and training planning. As a result a Regional Skills Gap Analysis Plan was developed (**See Attachment 9**). This plan will be a guide for directing the use of training funds and business contacts.

Innovative Service Delivery Strategies

The Workforce Investment Region has been involved in a number of innovative strategies aimed at addressing unique workforce development issues.

- On going partnership with the U.S. Probation Office and the Missouri Department of Corrections in providing information and referral services for the ex-offender population.
- Monthly off-site and on-site meetings with ex-offenders to address their employment and training needs.
- Career Center Career Specialists (2) involved in train the trainer sessions regarding strategies for working with the ex-offender population.

- Each offender referred from a Missouri Department of Corrections (DOC) Transitional Housing Unit (THU) will be provided an initial appointment with designated Career Center staff upon receipt of such referral. The initial appointment will consist of an assessment and referral to appropriate services and/or programs.
- Partner with local businesses to provide on-site retention specialist to address employee turnover issues and provide closer follow-up for local placements.
- Partnership between the St. Louis Public Schools and the SLATE Career Center to address youth educational and career options. Main focus of this partnership is youth work experience.
- The WIB has an ongoing relationship with the U.S. Conference of Mayors Workforce Development Council and the Mayor's Committee on Education and Workforce to focus on high school reform, career options and career pathways for youth and youth advocacy.
- Partner with Independence Center and MERS/Goodwill in applying for and receiving Work Incentive Grant. The WIN grant was designed to provide Career Center Partners with the expertise for working with disabled persons accessing the Career Center for services.

Public Comment

Prior to and in conjunction with the submission of our local plan for the City of St. Louis Workforce Region:

- An announcement will be posted in the major daily newspaper stating that the plan is available for review at the City of St. Louis' SLATE office.
- A copy of the plan will be mailed to representatives of labor organizations, business and education offering the opportunity to submit comments to the WIB
- A copy of the local plan will also be available for review on the City of St. Louis Workforce Investment Board – SLATE website
- The following organizations were invited to provide input on the plan development:
 - Grace Hill Neighborhood Services
 - Hispanic Chamber of Commerce
 - International Institute
 - American Indian Council
 - St. Louis Office for Mental Retardation and Developmental Disabilities
 - Women's Yellow Pages of Greater St. Louis
 - Missouri Division of Vocational Rehabilitation
 - Missouri Department of Corrections

- Any comments received within the 30-day comment period will be attached as an addendum to the plan submitted to the Governor
- The WIB considers the local plan a living document and over the last seven years has continually been involved in the evolution of this plan. Multiple meetings with local and regional workforce development partners, the business community, economic developers, labor market researchers, educational partners, faith-based and community-based partners have contributed to its development.